

BEFORE THE  
POSTAL REGULATORY COMMISSION  
WASHINGTON, D.C. 20268-0001

ANNUAL COMPLIANCE REVIEW, 2020

Docket No. ACR2020

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO  
QUESTIONS 1-5 OF CHAIRMAN'S INFORMATION REQUEST NO. 8

The United States Postal Service hereby provides its responses to the above-listed questions of Chairman's Information Request No. 8, issued on January 29, 2021. Each question is stated verbatim and followed by the response.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

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1. The *FY 2020 Report* lists the Postal Service's FY 2020 and FY 2021 strategic initiatives. *FY 2020 Annual Report* at 56. The Postal Service states, "[e]ach strategic initiative has a specific set of measures to track performance aligned to optimize short-term performance and build long-term capabilities." *Id.* at 55.
  - a. Please explain how the strategic initiatives relate to the Postal Service's performance goals and performance indicators.<sup>1</sup>
  - b. In Docket No. ACR2019, the Postal Service provided performance measures and targets for the FY 2020 strategic initiatives. See *id.* question 1.d. Please provide FY 2020 results for each strategic initiative performance measure.
  - c. Please provide the performance measures the Postal Service will use to track performance of strategic initiatives in FY 2021. Please include FY 2021 targets, if applicable.

**RESPONSE:**

- a. The FY2021 Strategic initiatives support the following FY21 Corporate performance goals and indicators.

<b>FY2021 Strategic Initiative</b>	<b>Build a World-Class Customer Experience</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
High-Quality Service	Single-Piece First-Class Mail
	Two-day
	Three-to-five-day
	Presort First-Class Mail
	Overnight
	Two-day
	Three-to-five-day

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<sup>1</sup> See Docket No. ACR2019, Library Reference USPS-FY19-NP37, February 3, 2020, question 1.a.

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	First-Class Mail Letter and Flat Composite (FCLF)
	Marketing Mail and Periodicals Composite
	Market Dominant Composite
Excellent Customer Experiences	Customer Experience (CX) Composite Index
Safe Workplace and Engaged Workforce	Engagement Survey Response Rate

<b>FY2021 Strategic Initiative</b>	<b>Improve Employee Experience</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
Safe Workplace and Engaged Workforce	Total Accident Rate
	Engagement Survey Response Rate
Financial Health	Controllable Income (Loss, \$ in billions)

<b>FY2021 Strategic Initiative</b>	<b>Accelerate Innovation to Maximize Technology Infrastructure</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
High-Quality Service	Single-Piece First-Class Mail
	Two-day
	Three-to-five-day
	Presort First-Class Mail
	Overnight
	Two-day
	Three-to-five-day
	First-Class Mail Letter and Flat Composite (FCLF)
	Marketing Mail and Periodicals Composite

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	Market Dominant Composite
Excellent Customer Experiences	Customer Experience (CX) Composite Index
Safe Workplace and Engaged Workforce	Total Accident Rate
	Engagement Survey Response Rate
Financial Health	Controllable Income (Loss, \$ in billions)

<b>FY2021 Strategic Initiative</b>	<b>Accelerate Innovation to Create Mailing Customer Value and Increase Profitability</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
Excellent Customer Experiences	Customer Experience (CX) Composite Index
Financial Health	Controllable Income (Loss, \$ in billions)

<b>FY2021 Strategic Initiative</b>	<b>Build Platform to Grow a Profitable Packages Business</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
Excellent Customer Experiences	Customer Experience (CX) Composite Index
Financial Health	Controllable Income (Loss, \$ in billions)

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<b>FY2021 Strategic Initiative</b>	<b>Rationalize the Processing &amp; Transportation Network</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
High-Quality Service	Single-Piece First-Class Mail
	Two-day
	Three-to-five-day
	Presort First-Class Mail
	Overnight
	Two-day
	Three-to-five-day
	First-Class Mail Letter and Flat Composite (FCLF)
	Marketing Mail and Periodicals Composite
	Market Dominant Composite
Financial Health	Controllable Income (Loss, \$ in billions)

<b>FY2021 Strategic Initiative</b>	<b>Rationalize Retail &amp; Delivery Network</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
High-Quality Service	Single-Piece First-Class Mail
	Two-day
	Three-to-five-day
	Presort First-Class Mail
	Overnight
	Two-day
	Three-to-five-day
	First-Class Mail Letter and Flat Composite (FCLF)

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	Marketing Mail and Periodicals Composite
	Market Dominant Composite
Excellent Customer Experiences	Customer Experience (CX) Composite Index
Safe Workplace and Engaged Workforce	Total Accident Rate
	Engagement Survey Response Rate
Financial Health	Controllable Income (Loss, \$ in billions)

<b>FY2021 Strategic Initiative</b>	<b>Legislative and Regulatory Change Initiatives</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
Financial Health	Controllable Income (Loss, \$ in billions)

- b. The relevant corporate performance measures that were supported by the FY2020 Strategic initiatives and the corresponding performance outcomes are listed in the table below.

<b>FY2020 Strategic Initiative</b>	<b>Build a World-Class Customer Experience</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	
	Overnight	94.72
	Two-day	92.77

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	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38
	Market Dominant Composite	89.00
Excellent Customer Experiences	Customer Experience (CX) Composite Index	72.40
Safe Workplace and Engaged Workforce	Engagement Survey Response Rate	33%

<b>FY2020 Strategic Initiative</b>	<b>Improve Employee Experience</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
Safe Workplace and Engaged Workforce	Total Accident Rate	13.09
	Engagement Survey Response Rate	33%
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)
	Deliveries per Total Work Hours, Percent Change	0.90

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<b>FY2020 Strategic Initiative</b>	<b>Accelerate Innovation to Maximize Business Value</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	
	Overnight	94.72
	Two-day	92.77
	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38
	Market Dominant Composite	89.00
Excellent Customer Experiences	Customer Experience (CX) Composite Index	72.40
Safe Workplace and Engaged Workforce	Total Accident Rate	13.09
	Engagement Survey Response Rate	33%
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)
	Deliveries per Total Work Hours, Percent Change	0.90

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<b>FY2020 Strategic Initiative</b>	<b>Accelerate Innovation to Create Customer Value and Increase Profitability</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	
	Overnight	94.72
	Two-day	92.77
	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38
	Market Dominant Composite	89.00
Excellent Customer Experiences	Customer Experience (CX) Composite Index	72.40
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)

<b>FY2020 Strategic Initiative</b>	<b>Build Platform to Grow Profitable Packages Business</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	

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	Overnight	94.72
	Two-day	92.77
	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38
	Market Dominant Composite	89.00
Excellent Customer Experiences	Customer Experience (CX) Composite Index	72.40
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)
	Deliveries per Total Work Hours, Percent Change	0.90

<b>FY2020 Strategic Initiative</b>	<b>Optimize Network Platform</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2020 Actual</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	
	Overnight	94.72
	Two-day	92.77
	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38

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	Market Dominant Composite	89.00
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)
	Deliveries per Total Work Hours, Percent Change	0.90

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FY2020 Strategic Initiative	Delivery Structure Optimization	
Corporate Performance Goal	Corporate Performance Indicator	FY 2020 Actual
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	91.47
	Three-to-five-day	78.83
	Presort First-Class Mail	
	Overnight	94.72
	Two-day	92.77
	Three-to-five-day	89.89
	First-Class Mail Letter and Flat Composite (FCLF)	89.73
	Marketing Mail and Periodicals Composite	88.38
	Market Dominant Composite	89.00
Excellent Customer Experiences	Customer Experience (CX) Composite Index	72.40
Financial Health	Controllable Income (Loss, \$ in billions)	(3.75)
	Deliveries per Total Work Hours, Percent Change	0.90

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- c. The relevant corporate performance measures that are supported by the FY2021 Strategic initiatives and the corresponding performance targets are listed in the table below.

<b>FY2021 Strategic Initiative</b>	<b>Build a World-Class Customer Experience</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	Presort First-Class Mail	
	Overnight	TBD <sup>1</sup>
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	First-Class Mail Letter and Flat Composite (FCLF)	TBD <sup>1</sup>
	Marketing Mail and Periodicals Composite	TBD <sup>1</sup>
	Market Dominant Composite	TBD <sup>1</sup>
Excellent Customer Experiences	Customer Experience (CX) Composite Index	76.90
Safe Workplace and Engaged Workforce	Engagement Survey Response Rate	51%

<sup>1</sup> Due to the ongoing COVID-19 pandemic and its impact on Postal Service employees and contracted transportation, USPS is unable to establish service targets at this time. Postal Service management will reevaluate conditions for setting FY 2021 service targets later in the fiscal year.

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<b>FY2021 Strategic Initiative</b>	<b>Improve Employee Experience</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
Safe Workplace and Engaged Workforce	Total Accident Rate	13.75
	Engagement Survey Response Rate	51%
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

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<b>FY2021 Strategic Initiative</b>	<b>Accelerate Innovation to Maximize Technology Infrastructure</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	Presort First-Class Mail	
	Overnight	TBD <sup>1</sup>
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	First-Class Mail Letter and Flat Composite (FCLF)	TBD <sup>1</sup>
	Marketing Mail and Periodicals Composite	TBD <sup>1</sup>
	Market Dominant Composite	TBD <sup>1</sup>
Excellent Customer Experiences	Customer Experience (CX) Composite Index	76.90
Safe Workplace and Engaged Workforce	Total Accident Rate	13.75
	Engagement Survey Response Rate	51%
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

<sup>1</sup> Due to the ongoing COVID-19 pandemic and its impact on Postal Service employees and contracted transportation, USPS is unable to establish service targets at this time. Postal Service management will reevaluate conditions for setting FY 2021 service targets later in the fiscal year.

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<b>FY2021 Strategic Initiative</b>	<b>Accelerate Innovation to Create Mailing Customer Value and Increase Profitability</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
Excellent Customer Experiences	Customer Experience (CX) Composite Index	76.90
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

<b>FY2021 Strategic Initiative</b>	<b>Build Platform to Grow a Profitable Packages Business</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
Excellent Customer Experiences	Customer Experience (CX) Composite Index	76.90
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

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<b>FY2021 Strategic Initiative</b>	<b>Rationalize the Processing &amp; Transportation Network</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	Presort First-Class Mail	
	Overnight	TBD <sup>1</sup>
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	First-Class Mail Letter and Flat Composite (FCLF)	TBD <sup>1</sup>
	Marketing Mail and Periodicals Composite	TBD <sup>1</sup>
	Market Dominant Composite	TBD <sup>1</sup>
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

<sup>1</sup> Due to the ongoing COVID-19 pandemic and its impact on Postal Service employees and contracted transportation, USPS is unable to establish service targets at this time. Postal Service management will reevaluate conditions for setting FY 2021 service targets later in the fiscal year.

<b>FY2021 Strategic Initiative</b>	<b>Rationalize Retail &amp; Delivery Network</b>	
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>	<b>FY 2021 Target</b>
High-Quality Service	Single-Piece First-Class Mail	
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	Presort First-Class Mail	

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	Overnight	TBD <sup>1</sup>
	Two-day	TBD <sup>1</sup>
	Three-to-five-day	TBD <sup>1</sup>
	First-Class Mail Letter and Flat Composite (FCLF)	TBD <sup>1</sup>
	Marketing Mail and Periodicals Composite	TBD <sup>1</sup>
	Market Dominant Composite	TBD <sup>1</sup>
Excellent Customer Experiences	Customer Experience (CX) Composite Index	76.90
Safe Workplace and Engaged Workforce	Total Accident Rate	13.75
	Engagement Survey Response Rate	51%
Financial Health	Controllable Income (Loss, \$ in billions)	(5.60)

<sup>1</sup> Due to the ongoing COVID-19 pandemic and its impact on Postal Service employees and contracted transportation, USPS is unable to establish service targets at this time. Postal Service management will reevaluate conditions for setting FY 2021 service targets later in the fiscal year.

<b>FY2021 Strategic Initiative</b>	<b>Legislative and Regulatory Change Initiatives</b>
<b>Corporate Performance Goal</b>	<b>Corporate Performance Indicator</b>
Financial Health	Controllable Income (Loss, \$ in billions)

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2. In FY 2021, for the High-Quality Service performance goal, Market Dominant Composite will be a new performance indicator that will replace the First-Class Mail Letter and Flat Composite and Marketing Mail and Periodicals Composite performance indicators. *FY 2020 Annual Report* at 33 n.3.
- a. Please provide the rationale for the change.
  - b. Please describe the methodology the Postal Service will use to calculate the FY 2021 target and result for the Market Dominant Composite performance indicator.

**RESPONSE:**

- a. This change was aimed at achieving simplification and focus for all market dominant mail included in the description below. Reducing the number of indicators confers several benefits: it enables the organization to drive focus, streamline the conversations and reporting, and avoid having one indicator improve at the expense of another. Composite scores have been introduced in previous iterations and were found to be helpful.
- b. Please see the response to Question 13 of Commission Information Request No. 1.<sup>2</sup> The description, calculation, and business rule(s) for this indicator are contained in the image below.

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<sup>2</sup> Response of The United States Postal Service to Question 13 of Chairman's Information Request No. 1, Docket No. ACR2020 (Jan. 19, 2021).

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### Description

Market Dominant Composite Rate (**Letters & Flats**: First-Class, Marketing Mail, Periodicals, Bound Printer Matter; **Packages**: Library Mail, Media Mail, Bound Printed Matter) will be measured using a composite score of all classes, shapes and service standards. To accomplish this, performance scores will be calculated by (the total all on-time pieces for all classes, shape and services standards) divided by (the total pieces in measurement for all classes, shape and services standards) - no weighting is applied.

### Measurement Period -

This performance indicator will be measured each month and cumulative scores will be reported as Year-To-Date (YTD) result.

### Data Source and Calculation

**Source** – IV - SPM (letters and flats), EDW - Package Product Reporting (packages)

**Indicator Value** – Rate = % On-Time

**Business Rule** – Rate =  $\text{NPA\_Candidate\_On\_Time\_Pieces} / \text{NPA\_Candidate\_Pieces} \times 100$

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3. In the *FY 2021 Plan*, the Postal Service states that beginning in FY 2021, it will no longer use the Deliveries per Total Workhours, Percent Change (DPTWH % Change) as a performance indicator for measuring progress toward the Financial Health performance goal. *Id.* at 52.
- a. Please explain why the Postal Service will discontinue using the DPTWH % Change as a Financial Health performance indicator.
  - b. Please confirm that the Postal Service will replace DPTWH % Change with another performance indicator for measuring progress toward the Financial Health performance goal.
  - c. If confirmed, please:
    - i. Describe the replacement performance indicator, provide a FY 2021 target, and explain the methodology for calculating the FY 2021 target and result for this performance indicator.
    - ii. Explain whether and how the replacement performance indicator will be better than DPTWH % Change for measuring progress toward the Financial Health performance goal.
  - d. If not confirmed, please explain why the Postal Service will not replace DPTWH % Change with a different Financial Health performance indicator.

**RESPONSE:**

- a. This metric is too vulnerable to the changing mail mix, erosion of delivery coverage and delivery point expansion. Work hours associated with packages are higher than letters and flats and fewer pieces per delivery makes this metric unachievable and an inaccurate measure of overall organizational efficiency.
- b. N/A
- c. N/A
- d. In the FY2021 ARC, progress toward the "Financial health" goal will be measured solely by the "Controllable Income" metric. The Executive Leadership Team and Board

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of Governors will approve FY2022 corporate metrics and targets in November 2021 and will be asked to consider the usefulness of efficiency metrics at that time.

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4. Please list all performance indicators the Postal Service will use to measure progress toward the Financial Health performance goal in FY 2021.

**RESPONSE:**

In the FY2021 ARC, progress toward the "Financial health" goal will be measured by the "Controllable Income" metric. The Executive Leadership Team and Board of Governors will be asked to approve FY2022 corporate metrics and targets in November 2021 and will consider the usefulness of additional financial metrics at that time.

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5. In Docket No. ACR2019, the Postal Service provided a table explaining the calculation of the DPTWH % Change performance indicator and comparing targets and results over several years.<sup>3</sup> Please provide an updated table that includes results for FY 2020.

### RESPONSE:

#### Deliveries per Total Work Hour Calculation

	FY2020 Actual	FY2020 Plan	FY2019 Actual	FY2018 Actual	FY2017 Actual	FY2016 Actual
Work hours (millions)	1,174.3	1,157.3	1,173.2	1,169.6	1,163.9	1,157.6
Less adjustment to work hours based on earned workload <sup>1</sup> (millions)	-6.3	-11.9	-14.1	-5.4	-5.4	18.0
Adjusted work hours (millions)	1,180.6	1,169.2	1,187.3	1,175.0	1,169.3	1,139.6
Total deliveries (millions)	48,994	48,825	48,270	47,825	47,604	47,366
Deliveries per total work hours (unadjusted)	41.7	42.2	41.1	40.9	40.9	40.9
Deliveries per total work hours (adjusted)	41.5	41.8	40.7	40.7	40.7	41.6
Deliveries per total work hours, % change <sup>1</sup>	0.9%	1.5%	(0.6%)	(0.5%)	(0.5%)	0.1%

*The percent change in DPTWH is the percent difference between current year DPTWH (based on adjusted work hours) and prior year DPTWH (based on unadjusted work hours).*

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<sup>3</sup> Docket No. ACR2019, Response of the United States Postal Service to Question 1 of Chairman's Information Request No. 24, April 17, 2020.